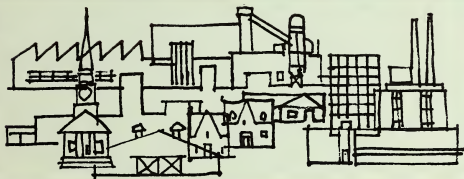


C46.2:C73/2


the community and economic development

THE PENNSYLVANIA STATE
UNIVERSITY LIBRARY
DOCUMENTS SECTION

THE PENNSYLVANIA STATE
UNIVERSITY LIBRARY
DOCUMENTS SECTION

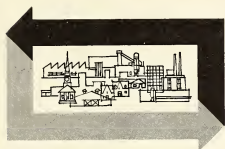


U. S. DEPARTMENT OF COMMERCE
Area Redevelopment Administration



Digitized by the Internet Archive
in 2012 with funding from
LYRASIS Members and Sloan Foundation

the community and.... economic development



MAY 1964



**U. S. DEPARTMENT OF COMMERCE
Area Redevelopment Administration**

For sale by Superintendent of Documents
U.S. Government Printing Office
Washington, D.C. 20402
Price 30 cents.

CONTENTS

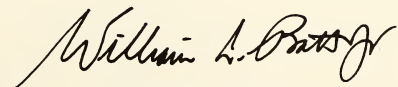
The Need for Local Economic Development.....	5
The High Cost of Abandonment	8
A New Approach	10
Getting Started	12
The Importance of A Plan	14
The Money Problem	16
Attracting New Industries	17
Developing Local Industries	18
The Importance of Distributive Businesses	20
Getting the Visitor Dollar	21
Exploiting Natural Resources	23
Education, Training, and Manpower Needs	24
Getting the Right Community Facilities	26
Roads, Railways and Airports	28
Urban Renewal	30
The Need for Research	31
Where To Get Help	33
ARA Services	33
Other Federal Programs	34
State Services	35
Private Sources of Help	35
Local Responsibility	35
Suggested Reading	36
State Agencies Concerned With Economic Development.....	37

FOREWORD

The Area Redevelopment Act of 1961 represents the Nation's first direct attack on the problem of chronic area unemployment and underemployment. In creating the Area Redevelopment Administration, Congress provided national help to certain communities in their efforts to improve their stagnant or declining economies by creating new jobs.

Essential to the ARA program is the stimulation of local interest and initiative in economic development. This booklet is designed to give local redevelopment groups a general background for understanding and dealing with the many difficult tasks they face, and to provide guidance on effective methods of increasing employment.

It was prepared in the Program Assistance Division, Office of Planning and Research.

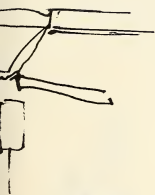
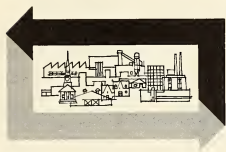


WILLIAM L. BATT, JR.

Area Redevelopment Administration



the need for local economic development



Most communities produce some of the goods and services they consume. Even in the smallest village, one resident will buy eggs from a neighbor, hire a high school boy to help with the harvest, or sell apples to a nearby housewife. But shoes, tractors, vacuum cleaners, and a thousand other items must be purchased away from the area.

Large cities supply a great many more of their own needs, with hundreds of different establishments producing foodstuffs, articles of clothing, furniture, and a wide variety of other

items. But even the largest communities must buy many of the things they need from other areas.

In order to survive and grow, both large and small communities must *produce and sell to outside areas enough goods and services to pay for things they must buy from outside the community*. This explains why communities are created, why they grow, and why they sometimes decline.

For example, the mining town comes into existence because people in other areas need the coal, iron ore, silver, or other minerals that can be

produced at this location. Soon a community develops around the miners whose main work is producing minerals for other areas, and who receive in return the money they need to buy the goods and services which they cannot produce themselves.

What happens if other areas no longer need the minerals, or if the mine fields gradually become depleted? The community either finds other things it can produce for other areas, or it declines.

This illustrates why many communities of the United States have become "redevelopment areas"—areas which have had a high level of unemployment or underemployment for a long time.

When large industries suffer long-term declines in employment, the result is an insidious erosion of the economic health of each of the communities in which its plants are located (see Chart). A map of the

redevelopment areas of the United States reflects the impact of the decline of the textile industry in New England, the coal mines in Appalachia, the lumber industry in the Northwest, the iron ore and copper mines in the upper Lake States, and the farm areas of the Southeast. Clearly, chronic area unemployment is a national problem, resulting mainly from the uneven geographical impact of nationwide economic developments.

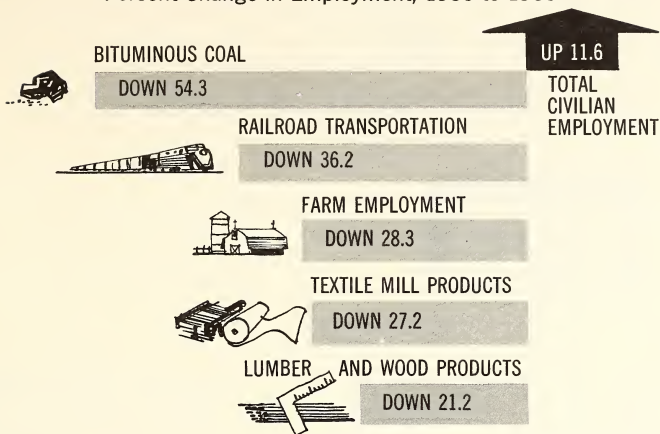
Many American communities are like the skilled worker who loses his job in mid-career because of the introduction of new machinery or a decline in demand for the goods he produces. Through no fault of their own, these communities find themselves in a situation in which they must "adapt or die."

Usually, the loss of an economic base is so gradual that it does not arouse concern until the trouble is far advanced. The effect of changes in

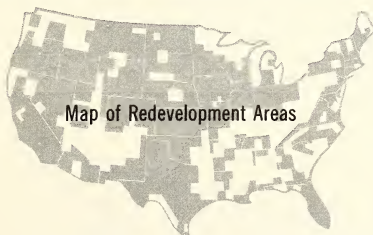


EMPLOYMENT DECLINES IN MAJOR INDUSTRIES

Percent Change in Employment, 1950 to 1960



...RESULT IN CHRONIC AREA UNEMPLOYMENT

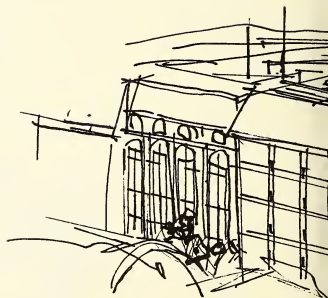
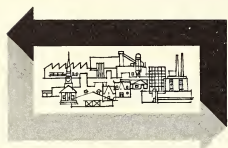


agriculture or transportation, for example, may not be readily understood. Some famous health resorts slowly decline in popularity. Some local industries gradually lose their markets. Manufacturing workers are slowly reduced in number as more modern machinery is introduced into industrial plants. Depletion of natural resources is not recognized until they are almost used up.

Whatever a community's economic supports may be, they are seldom so

solid and permanent that they can be taken for granted in our rapidly changing economy. Just as a business firm today has to be continually alert to new methods, new products, and new markets, so a community has to adjust to new conditions and build new bases of prosperity. A business firm cannot insure itself against technological change or competition; neither can a community be guaranteed that existing payrolls will continue unchanged.

the high cost of abandonment

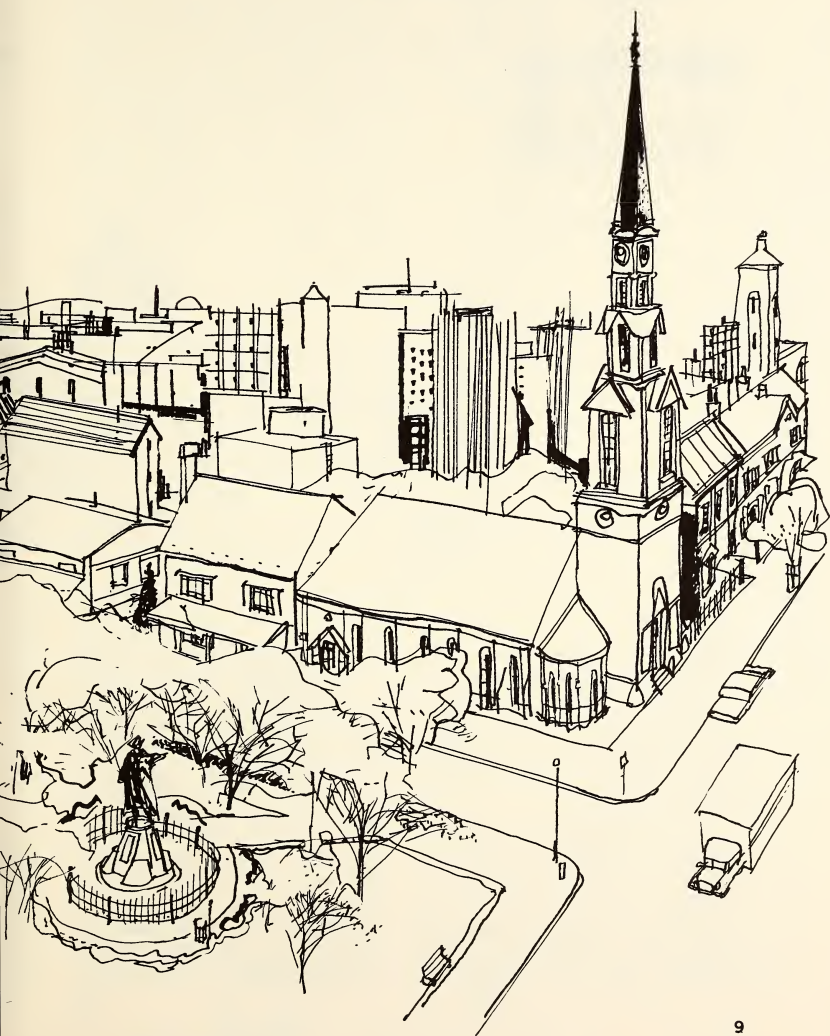


Some people believe that the “natural” forces of economics should be allowed to operate—in other words, that people in declining urban or farm areas should just move to some other place where the job situation is better. But aside from the obvious hardships involved when people must give up their homes and lifetime associations to start over again in a new area, there are sound economic reasons why moving out is not only the hard way of adjusting to change but, often the most expensive way.

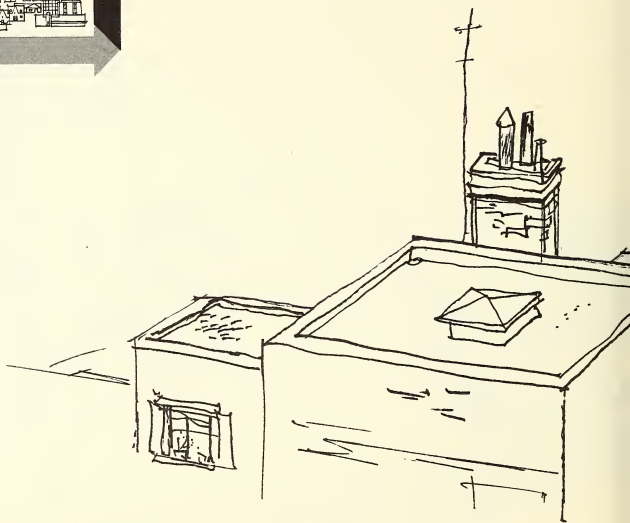
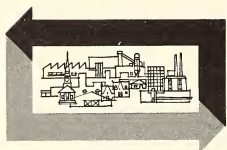
A grown up town or city has a big

investment in its community facilities—schools, a water and sewer system, a police force, a fire department, parks, retail stores, homes, cultural and recreational centers.

If a community takes no action to recover from economic decline, it in effect writes off its huge investment of time, energy, and money in these facilities. This is not merely regrettable; it is bad economics. Even from the most detached viewpoint, a community with a substantial investment in the basic amenities of life is worth trying to preserve and expand.



a new approach



A community that wants to revive its economy must break with the past in one critical aspect: *It must learn to view the creation, operation, and expansion of job-generating business firms as something which can be accomplished by its own initiative, imagination and energy.*

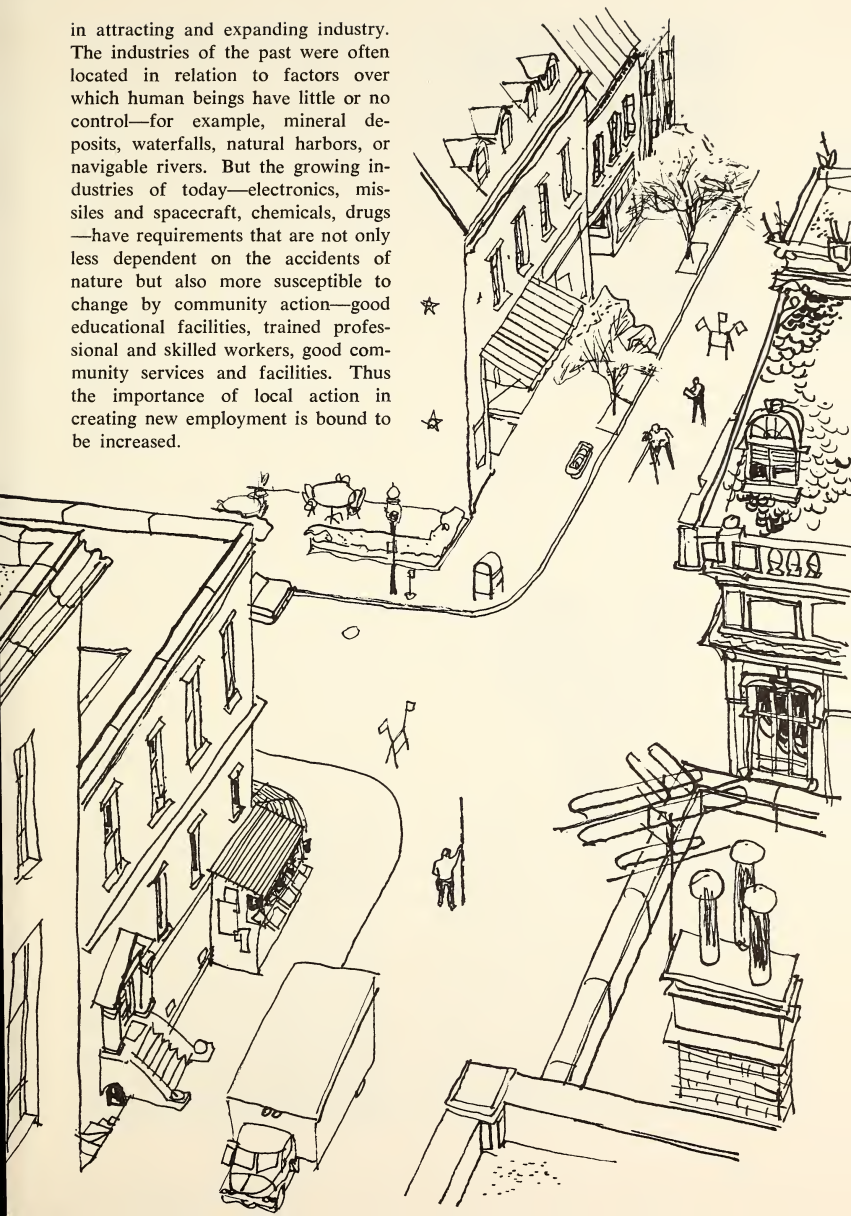
Many communities have been successfully applying this principle for years. In fact, a major reason for the dramatic growth of a number of our cities and towns has been the bold action their leaders have taken to plan for, attract, and support new

community industries and businesses.

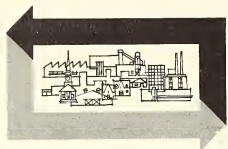
Yet there are still some communities which rely on the "blind luck" or "natural forces" theory that views the growth or decline of an area as beyond human control. The lesson that forward-looking communities have to teach is that economic progress in the modern world is only possible for areas which understand and make an effort to control the processes of economic growth.

Recent trends in the American economy place an increasing premium on alert, intelligent community action

in attracting and expanding industry. The industries of the past were often located in relation to factors over which human beings have little or no control—for example, mineral deposits, waterfalls, natural harbors, or navigable rivers. But the growing industries of today—electronics, missiles and spacecraft, chemicals, drugs—have requirements that are not only less dependent on the accidents of nature but also more susceptible to change by community action—good educational facilities, trained professional and skilled workers, good community services and facilities. Thus the importance of local action in creating new employment is bound to be increased.



getting started



The first task for the community trying to move out of economic stagnation is to get organized. This means getting together an organization representing all major community groups, such as business, labor, agriculture, local government, trade, banking, education, public utilities. Within these groups, the individuals chosen must be those with a deep personal interest in getting their community back on its feet. Because the redevelopment job requires a lot of imagination and sustained hard work, it is vitally im-

portant that there be a vigorous, action-oriented group.

Almost every community has people who can make a success of redevelopment. The trick is to see that they are called upon for this job. Because area redevelopment is a relatively new field, lack of experience is not a serious handicap. But it is important that the people who undertake this work be willing to study and learn as they progress. They must also have enthusiasm, a willingness to work together, and a common understanding

of the need for new industry and jobs.

As soon as the redevelopment organization is formed, it must tackle the job of gathering and analyzing all the facts about the area's economy—population, employment, types of existing business firms, mineral resources, public utilities and services, financial resources, farming activity, and other data bearing on the area's potential for growth.

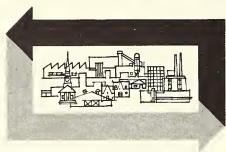
Much of the information will already have been collected and published by local, State, and Federal agencies, and by college and university and private research groups. The job of the redevelopment organization is to get hold of it. But many new facts will have to be collected. For example, the organization's manpower committee might ask the local high school or the nearest State employment service office to survey the upcoming graduating class to get a count on the number and qualifications of young people who will be seeking jobs. An industry committee may undertake a survey to determine the number, size, probable cost, and other characteristics of potential industrial sites. A woodlands resources committee may make a survey of timber stands in the area to determine their commercial possibilities. If all these efforts are made, the redevelopment organization will have a much better view of where the community stands, and a clearer idea of which actions to pursue.

In time, the real reasons why the community began, grew and prospered, and then declined will become obvious. The redevelopment organization will come to know the strengths and weaknesses of the area. It will learn which of the area's business firms are primary employers (bringing outside money into the area) and

which are secondary employers (providing goods and services for the local market). It will discover what resources it has—land, minerals, skilled labor, forests, lakes—which can be used to create new industrial enterprises. It will know what are its most important assets, and how they can be exploited.



the importance of a plan



Now comes the most difficult part. *What specific steps can be taken to create new jobs directly?* This is the heart of the redevelopment program.

Since the objective of redevelopment is a lasting improvement in the economic health of the community, the local group must work out a long-term plan and a program for carrying it out. It must decide on its general goals and broad strategy. It must determine priorities; for example, are road improvements more urgent than expansion of the water and sewerage system? It must develop standards by

which to judge proposed actions. This procedure is strongly encouraged by the Area Redevelopment Act, which specifically requires an area to prepare, for ARA approval, an overall economic development program before it can receive ARA assistance.

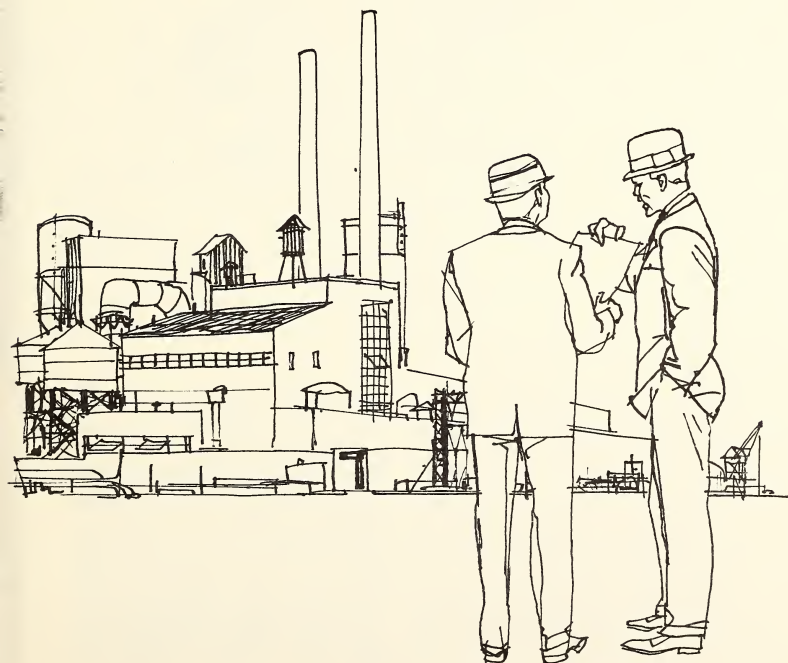
A practical approach in developing specific plans is to find out as much as possible about the *needs of specific industries* and *what the community has that meets or can be developed to meet these needs*. For example, a town with large deposits of chromite nearby may decide that increasing de-

mand for chromium makes it feasible to start a mining operation. Or a city with a number of unemployed skilled metal-workers may look into the possibility of starting a local machine shop or attracting a branch plant of an established metalworking firm. Or an agricultural county faced with declining farm employment may find that a frozen food plant using local produce can be built and operated profitably.

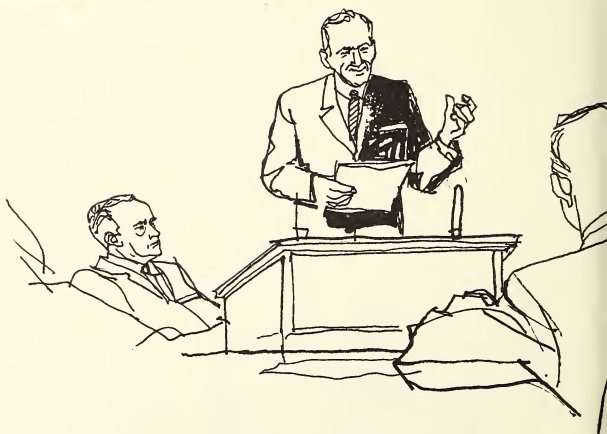
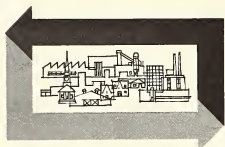
All of these cases illustrate one essential point: The type of business or industry that can help an area back

to economic prosperity is in large measure determined by the community's existing and potential resources.

The following sections discuss a number of problems areas that redevelopment groups will face. Because each locality is unique, no attempt is made to prescribe an ideal program or to present these sections in accordance with any set of priorities. Each community must develop a balanced program based on its actual situation, and adjust priorities as it moves from one problem to the next.



the money problem

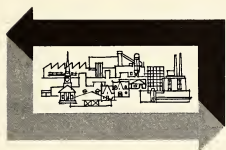


Local economic development requires not only a great deal of hard work but also enough money to meet the essential needs of the program. Funds are needed to:

- Bring the area's potentials to the attention of prospective new industries.
- Promote tourist potentials.
- Defray part of the local investment in ARA commercial and industrial loans.

Raising money is never an easy task, even for as worthwhile a purpose as community development. But experience indicates that even the hardest pressed areas have been able to raise the necessary funds, in some instances with astounding success. The key to success is to make the whole community aware of the importance of the economic development effort and to generate enthusiasm about its prospects.

attracting new industries



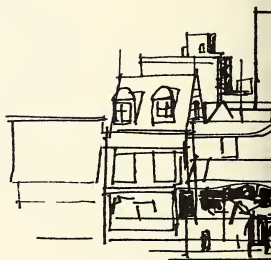
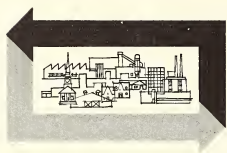
Efforts to bring new industrial plants into the community are, for many areas, the most important part of the redevelopment effort. Industrial development includes everything that can be done to prepare for, attract, and provide necessary services for new industries.

The redevelopment organization must locate and arrange for development of industrial sites. Prospective new industries must be informed of

the particular advantages of the area. Someone must be prepared to show them the sites and to help them solve zoning, financing, and related problems.

A survey of available sites is a wise investment. An up-to-date listing of every local site, giving size, physical characteristics, price, utility services, and other information can be used to good advantage in attracting new plants.

developing local industries



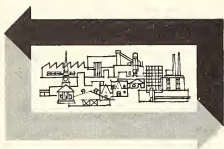
Another equally important way to improve local job opportunities is to help existing local industries expand. If shortages of capital or skilled workers or other resources are stifling the growth of local businesses, the redevelopment organization can look for ways to help solve these problems. Every local industry must be approached in an effort to determine whether expansion is feasible.

Many enterprises are begun each year by imaginative, aggressive local

businessmen using local sources of capital, manpower, and raw materials. Perhaps a local man who has worked for an out-of-town company is anxious to go into business on his own in his home town. Perhaps a local inventor has some marketable ideas which can provide the impetus for a new production facility. Perhaps a nearby industry needs a new source of materials that can be produced locally. These leads must be investigated systematically and pursued vigorously.



the importance of distributive businesses

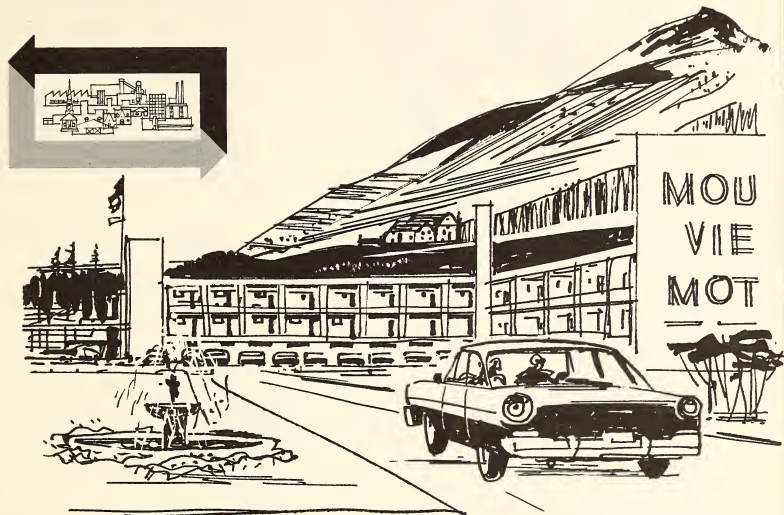


Wholesale and retail trade are often ignored as possible sources of economic expansion. Although it is true that trade does not often have the job-generating possibilities of manufacturing, it can provide some areas with significant additional employment.

Some communities lose potential income simply because shopping facilities for their own residents are so inadequate that they must go out of town to make some of their purchases. Perhaps a new local appliance store

or a bookstore will succeed by serving residents who now patronize out-of-town establishments and by drawing new customers from the surrounding area. Retail and wholesale establishments should be adequate to serve the local trade and any tourist business that the community enjoys. If they fail to do this, they should be expanded. By the same token, a community that has a well-developed group of trade establishments must look to other businesses for growth possibilities.

getting the visitor dollar



The tourist business, like manufacturing plants that serve outside markets, brings new income into the community. If it is properly developed, it can provide some of the permanent, new jobs a redevelopment area needs.

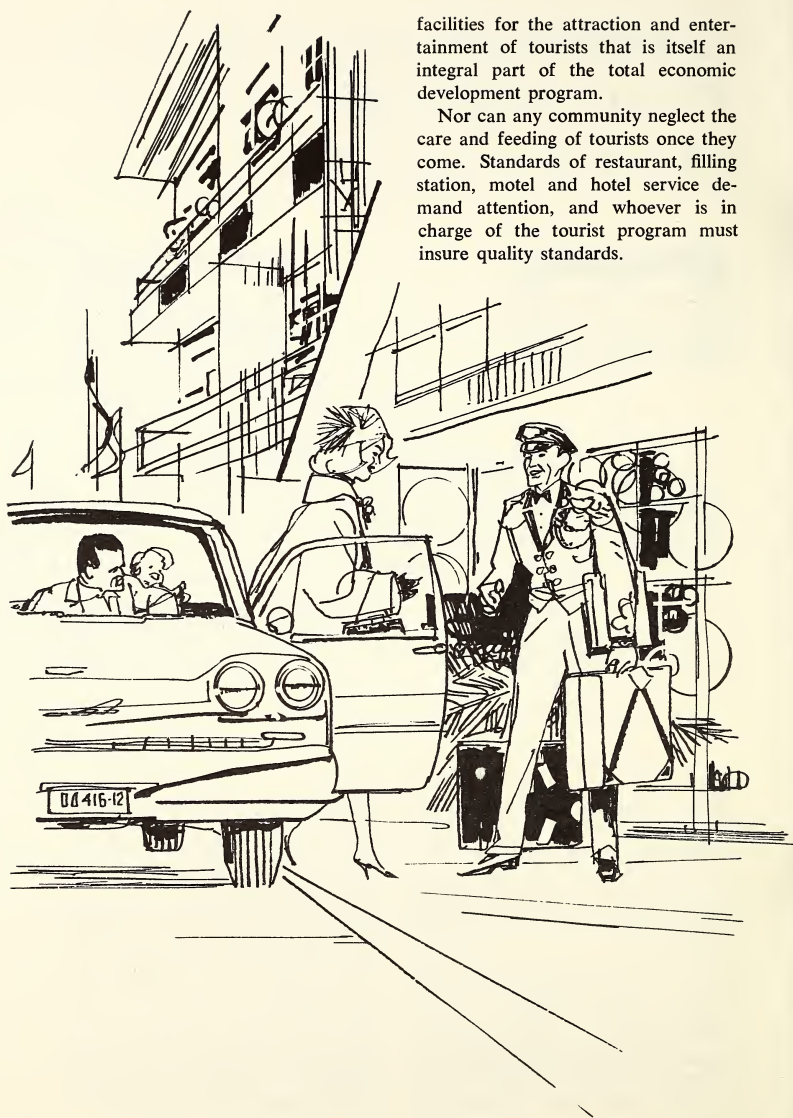
Tourism development sometimes consists only of advertising and sales promotion. This is important and deserves support. But there is more to tourist development than writing colorful folders and enticing ads to encourage tourist trade. Even more

important is the planning and development of tourist facilities and tourist attractions. Good roads are needed, and unattractive roadsides must be cleaned up. Historical sites need restoration and identification. Special scenic values need to be preserved.

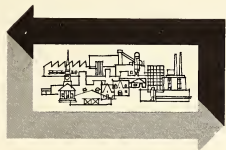
All this must be done in accordance with an overall concept for improving and making the community more attractive to tourists. It cannot be left to this historical group or that recreational group, but should be part of an overall concept of the development of

facilities for the attraction and entertainment of tourists that is itself an integral part of the total economic development program.

Nor can any community neglect the care and feeding of tourists once they come. Standards of restaurant, filling station, motel and hotel service demand attention, and whoever is in charge of the tourist program must insure quality standards.



exploiting natural resources

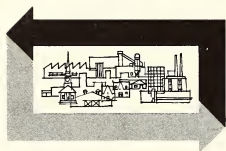


Every redevelopment area has some natural resources—minerals, timber, water, agricultural land, climate—that can be more fully exploited to help local economic development. All such possibilities must be thoroughly studied, and those that offer the best prospects for action projects must be made part of the overall development program.

Forests in the area may supply the

basis for a wood pulp or wood products industry if the forest owners get together and work out a coordinated plan. A nearby lake has possibilities as a vacation spot if a beach area is prepared and modern lodgings are built nearby. A survey may show that local mineral deposits could be profitably worked. Someone should be working to insure that these resources are being used to the fullest.

education, training, and manpower needs



Communities with high rates of unemployment are not usually concerned about manpower shortages. And yet shortages in particular skilled occupations are often found in communities with a surplus of workers. In addition, an area's chances of attracting a new manufacturing plant are greatly improved if it has a generally high level of education and a reservoir of skilled workers to draw on. It is therefore vitally important that the redevelopment effort include a program for improving educational and job training facilities.

A complete first-class educational system is a major point in any economic development program. This must necessarily include good primary and secondary schools; in larger communities, it includes colleges and universities. If a community does not now have such a system, it ought to be working toward getting one, and those who are concerned about its economy ought to be helping.

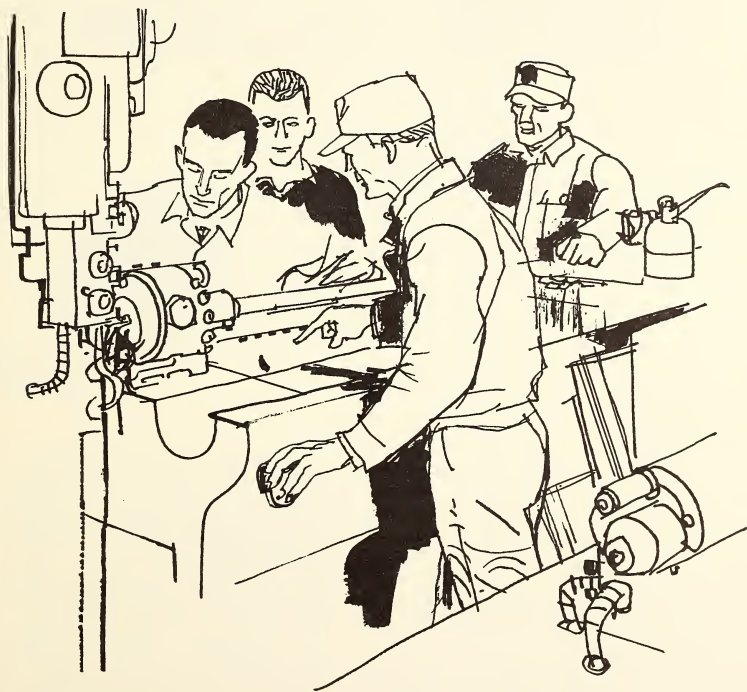
A special aspect of the role of education in economic development is the need for vocational training and re-training programs. Up-to-date voca-

tional training facilities are needed to provide young persons with the basic skills they need to break into today's growingly competitive labor market; they are also needed to reequip persons whose skills have grown obsolescent.

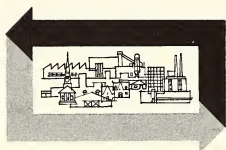
In every area of the country where there are unemployed and underemployed persons, there are unfilled jobs and unfilled needs which can be filled if qualified persons are available.

Local employment officials or voca-

tional educators can more clearly recognize total opportunities in vocational retraining, and can better invest the time and attention needed if they are given help and encouragement by the community organization. Economic developers can serve as the catalyst for fresh thinking as to vocational education. If the encouragement of training and retraining is not part of the economic development program, the necessary training and retraining may not take place.



getting the right community facilities

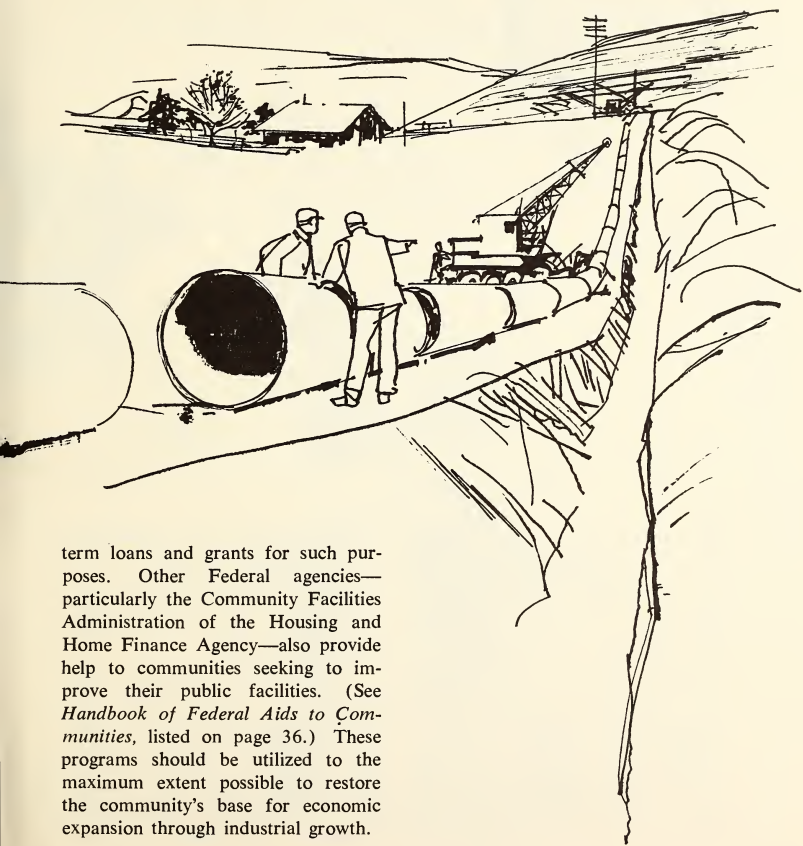


A community that wants new industry must have or be able to provide the public facilities necessary to serve it. Streets and highways, railroad and bus service, water and sewerage facilities, and gas and electric utilities are important considerations to firms seeking a location for a new plant.

Some communities which have suffered severe losses in employment have allowed their public facilities to deteriorate. Economic decline tends

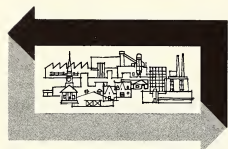
to breed a sense of hopelessness, which results in neglect of the very assets on which a community must base its drive for economic revival and new employment.

If streets are in poor condition, they must be repaired. If the water system is being used to capacity, plans must be made to improve it. These and other public facilities that are necessary to industrial expansion may be financed in part through public funds. ARA provides low-cost, long-



term loans and grants for such purposes. Other Federal agencies—particularly the Community Facilities Administration of the Housing and Home Finance Agency—also provide help to communities seeking to improve their public facilities. (See *Handbook of Federal Aids to Communities*, listed on page 36.) These programs should be utilized to the maximum extent possible to restore the community's base for economic expansion through industrial growth.

roads, railways and airports



Transportation is a key factor in economic development. The highway, railroad and airport facilities that serve a community determine to a great extent the costs of moving goods and passengers to and from the community. A city 60 miles from a metropolitan population center that is served by a winding two-lane road is at an economic disadvantage compared to another community at the same distance from the metropolis via a modern 4-lane expressway. The town on the main line of a large railroad is

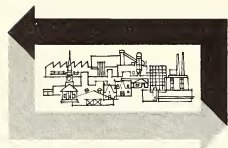
better equipped for new industry than one located on a spur 100 miles off the main line. A modern airport capable of handling large job aircraft is a distinct asset to a community seeking new industry.

A redevelopment area must therefore review its entire transportation system to determine what advantages it offers and what obstacles it presents. For example, if railroad service is excellent, this point must be emphasized in discussions with industrial prospects. If the town has no com-

mercial airport, perhaps the possibility of building one can be explored. If highways serving the community are inadequate, the redevelopment group must do what it can to influence and expedite the State and Federal highway construction programs affecting the redevelopment area.



urban renewal

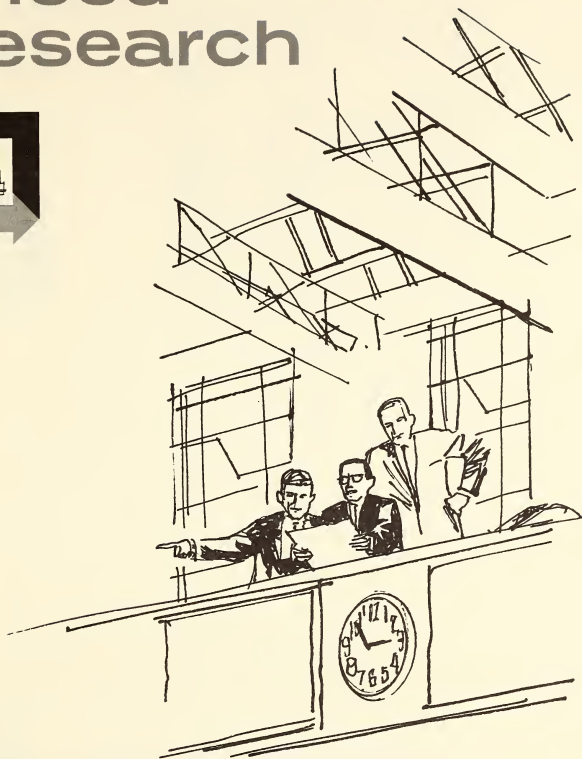
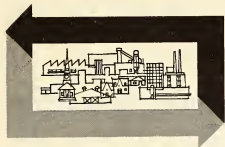


The Federal Government provides several types of assistance to communities planning and carrying out programs of slum clearance and urban renewal. Because of the close relationship between community improvement and economic redevelopment, it is especially important that redevelopment areas take full advantage of these programs.

If a community with blighted areas

has not prepared an urban renewal plan, work on one must be started; Federal funds are available as planning advances for such purposes. If a plan has been prepared, every effort must be made to carry it out, using all the financial and other help available. The *Handbook of Federal Aids to Communities*, listed on page 36, provides full information on Federal assistance for urban renewal.

the need for research



Every economic development group must be equipped with the means for finding and transmitting up-to-date economic information. This includes information on available industrial sites, labor supply, freight rates, availability of water, and all the other data necessary to a first-class plant location service. In addition, the community must constantly be alert to the need for feasibility studies for

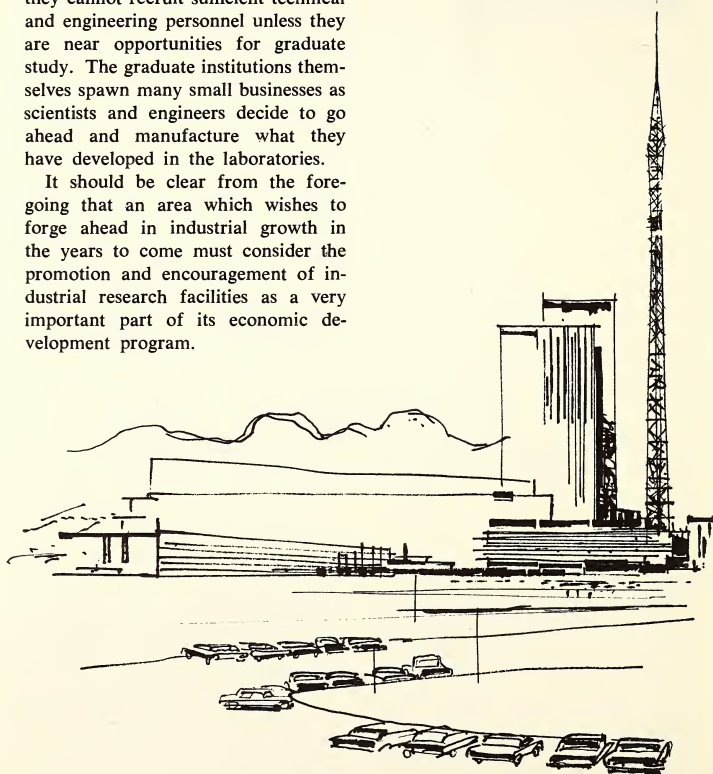
prospective new industries, marketing analyses, and the collection and appraisal of other material essential to the establishment of new industries or the expansion of existing businesses.

Not to be confused with the research function, which gathers and analyzes information pertinent to economic development, is the promotion and development of industrial research facilities. The rapid pace and widen-

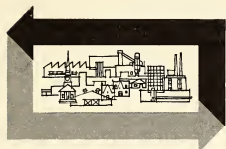
ing scope of modern technological advance are universally accepted. Businesses, large and small need access to research facilities. Access implies proximity. States which want businesses to locate and establish themselves in the State must provide first-class research facilities.

Large companies with resources ample to the establishment of their own facilities nevertheless find that they cannot recruit sufficient technical and engineering personnel unless they are near opportunities for graduate study. The graduate institutions themselves spawn many small businesses as scientists and engineers decide to go ahead and manufacture what they have developed in the laboratories.

It should be clear from the foregoing that an area which wishes to forge ahead in industrial growth in the years to come must consider the promotion and encouragement of industrial research facilities as a very important part of its economic development program.



where to get help



Because economic redevelopment is such a complex and difficult task, the Redevelopment Organization must know about and use effectively all the assistance it can get. Fortunately, a great deal of help is available.

ARA Services

The program of ARA is itself a recognition by the Congress of the fact that outside assistance is required by many communities if they are to make any headway in the attack on persistent unemployment.

ARA provides both technical and financial help to designated redevelopment areas. Technical assistance includes the services of ARA field coordinators assigned to each area, technical information services and publications, and the financing of technical contracts designed to develop new information essential to local redevelopment programs—for example, feasibility studies, marketing surveys, and investigations of new products and processes.

Financial aid to new or expanding



business enterprises is provided in the form of low-cost, long-term loans. Loans and grants, or combinations of both, are made available on similar terms for expansion and improvement of public facilities which will clearly improve the community's ability to attract new industry or expand existing establishments.

Another key element in ARA's attack on chronic area unemployment is the provision of training and re-training programs for unemployed workers. This program, administered through the U. S. Department of Labor, provides funds for conducting courses that train redevelopment area workers in skills which are or are expected to be in short supply. It also provides subsistence allowances for the trainees for the duration of the training period.

Other major functions of ARA include the designation of redevelop-

ment areas on the basis of data provided by the U. S. Department of Labor and Agriculture, and the evaluation and approval of Overall Economic Development Programs prepared and submitted by local redevelopment groups as a prerequisite to participation in the ARA program. This latter function is designed to foster the local initiative and continuing planning effort that are essential to successful community redevelopment.

A more detailed explanation of each aspect of the ARA program is included in the publications listed on page 24.

Other Federal Programs

Before ARA came into existence, a number of Federal agencies were providing communities all over the Nation with many types of technical and financial assistance, ranging from programs to improve highways to hospital construction, from public health services to funds for educational programs. The extreme need of the areas designated under the ARA program made it especially important for these areas to make use of every available means for improving their prospects for economic revival. For this reason, ARA undertakes to help redevelopment areas learn about and use to maximum advantage all of the programs which other Federal agencies provide. This service is provided through the ARA Field Coordinator and through the preparation and publication of ARA of the *Handbook of Federal Aids to Communities*, a guide to all Federal programs which provide assistance which is helpful in the planning and carrying out of job-generating projects as well as in bringing about a general improvement in the community.

State Services

Each of the fifty State governments has a department or division concerned with economic development. The names and functions of these agencies vary greatly from State to State, but all provide valuable services to local communities. These services commonly include supplying statistical data, arranging contacts with prospective industrialists and investors, assisting in promotional efforts, and counseling on a wide range of area development subjects. Many States also provide financial assistance through such agencies as State development corporations, industrial development authorities and lending institutions.

For further information on the services each State provides, contact the Agencies listed on page 28.

Private Sources of Help

Most utility companies have staff members who specialize in problems of area redevelopment and are willing to advise local groups on their problems, plans, and methods.

Most railroads and a few of the larger truck and air lines likewise have staff specialists engaged in community

planning and economic development.

Most of the chain banks and the larger metropolitan banks are similarly prepared to provide technical advice in the areas they serve.

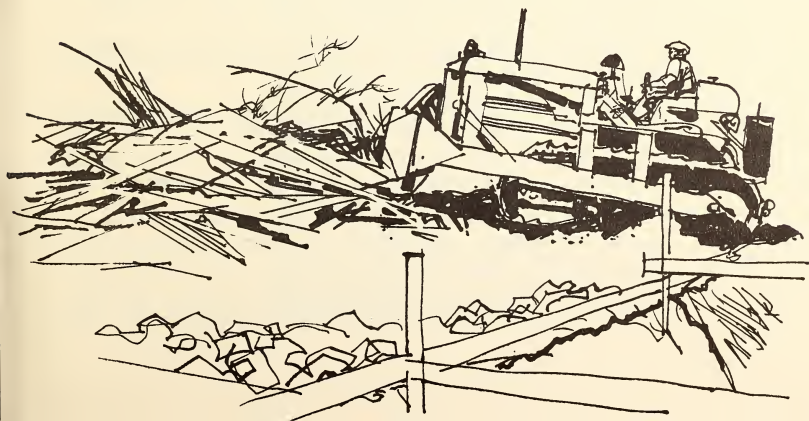
Several of the big store chains have area development people on their staffs, and provide a lot of useful statistical data.

A number of colleges and universities have service and research bureaus interested in area development and redevelopment, with staff members available for field visits.

All of the above services are free of cost to the local community, except that university bureaus sometimes make service charges for special studies of individual communities.

Local Responsibility

All the help in the world will not redevelop an area which does not take the initiative itself. Local leadership, local government, local resources, local business, local labor—these are the only bases on which a sound redevelopment program can be built. These are the people who must get the facts, make the plans, carry out the projects, follow through.



SUGGESTED READING

I ARA PUBLICATIONS

- * *QUESTIONS AND ANSWERS*. Seven leaflets describing *Area Redevelopment Act*—and its provisions. 1962 (4 pp. each) (free):
 - The Area Redevelopment Act*
 - Designating Areas*
 - Commercial and Industrial Loans*
 - Public Facilities*
 - Technical Assistance*
 - Job Retraining*
 - Local Planning*
- * *THE AREA REDEVELOPMENT ACT OF 1961*. Public Law 87-27, 1961, (16 pp.) (free).

* Available on request from Area Redevelopment Administration, U.S. Department of Commerce, Washington, D.C. 20230. Other listed publications are available at prices shown, from Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

PLANNING FOR NEW GROWTH—NEW JOBS. Guides redevelopment areas in preparing their overall economic development programs (OEDP). 1962 (28 pp.) (15 cents).

HANDBOOK OF FEDERAL AIDS TO COMMUNITIES. Outlines 100 services available from the Federal Government. 1963 Edition (72 pp.) (40 cents).

TECHNICAL ASSISTANCE IN AREA REDEVELOPMENT. Explains how the ARA technical assistance program works and how redevelopment groups can obtain this aid. 1963 (14 pp.) (15 cents).

LOCAL ECONOMIC PROGRAMS: A CASE BOOK. Describes the experiences of eight Northeastern communities in strengthening their economic base through new or expanded industrial activity. 1963 (44 pp.) (30 cents).

DEVELOPING "HOME-GROWN" INDUSTRY. Tells how to attract industry by effectively describing area assets to selected industrial prospects. 1963 (32 pp.) (20 cents).

FINANCING AREA REDEVELOPMENT. Explains technical aspects of economic redevelopment financing through ARA. 1962 (12 pp.) (15 cents).

SHARE IN AREA GROWTH. Tells how ARA helps business firms locating or expanding in redevelopment areas. 1962 (16 pp.) (15 cents).

II OTHER FEDERAL PUBLICATIONS (free on request to the agency shown):

Resources in Development, Resources Program Staff, Department of the Interior, Washington, D.C. 20240.

"Pegs for Rural Progress, Rural Areas Development Handbook," *Agriculture Handbook No. 229*, U.S. Department of Agriculture, Washington, D.C. 20250.

SBA Services for Community Economic Development, Small Business Administration, Washington, D.C. 20416.

A Workable Program of Community Improvement, Community Facilities Administration, Housing and Home Finance Agency, Washington, D.C. 20410.

III OTHER PUBLICATIONS:

Community Action For Economic Development, by C. S. Logsdon, 1960, School of Business Administration, University of North Carolina, Chapel Hill, North Carolina.

Plant Location and Community Changes, by K. E. Merrill and D. L. Ryther, 1961, Center for Research in Business, the University of Kansas, Lawrence, Kansas, and the Kansas Industrial Development Commission, Topeka, Kansas.

The Community Economic Base Study, by C. M. Tiebout, 1962, Committee for Economic Development, 711 Fifth Avenue, New York 22, New York.

STATE AGENCIES IDENTIFIED BY GOVERNORS TO COORDINATE AREA REDEVELOPMENT ACTIVITIES

ALABAMA	Alabama State Planning & Industrial Development Board 711 High Street Montgomery 4, Alabama
ALASKA	Department of Economic Development & Planning Box 1421 Juneau, Alaska
AMERICAN SAMOA	Pending official identification by Governor, Area Redevelopment activities are being handled by: Director Office of Territories U. S. Department of Interior Washington 25, D. C.
ARIZONA	Arizona Development Board 1500 West Jefferson Street Phoenix, Arizona
ARKANSAS	Arkansas Industrial Development Commission State Capitol Little Rock, Arkansas
CALIFORNIA	State Department of Finance State Capitol Sacramento, California
COLORADO	Resources & Community Development Division Colorado Department of Employment 1210 Sherman Street Denver 3, Colorado
CONNECTICUT	Connecticut State Development Commission State Office Building Hartford 15, Connecticut

DELAWARE	Delaware State Development Department 45 The Green Dover, Delaware
FLORIDA	Florida Development Commission Doyle E. Carlton Building Tallahassee, Florida
GEORGIA	Georgia Department of Commerce State Capitol Atlanta 3, Georgia
GUAM	Pending official identification by Governor, Area Rede- velopment activities are being handled by: Director Office of Territories U. S. Department of Interior Washington 25, D. C.
HAWAII	Hawaii Department of Economic Development 1124 Miller Street Honolulu 13, Hawaii
IDAHO	Idaho Department of Commerce & Development State House Boise, Idaho
ILLINOIS	Illinois Board of Economic Development State Capitol Springfield, Illinois
INDIANA	Indiana Department of Commerce 140 North Senate Avenue Indianapolis 4, Indiana
IOWA	Iowa Development Commission Jewett Building Des Moines 9, Iowa
KANSAS	Kansas Industrial Development Commission State Office Building Topeka, Kansas
KENTUCKY	Department of Commerce New Capitol Annex Office Building Frankfort, Kentucky
LOUISIANA	Louisiana Department of Commerce & Industry State Capitol Baton Rouge 4, Louisiana
MAINE	Maine Department of Economic Development State House Augusta, Maine
MARYLAND	Maryland Department of Economic Development State Office Building Annapolis, Maryland
MASSACHUSETTS	Commissioner of Administration The Executive Office for Administration and Finance Room 312, State House Boston, Massachusetts

MICHIGAN	Michigan Department of Economic Development 100 Stevens T. Mason Building Lansing 26, Michigan
MINNESOTA	Minnesota Department of Business Development 213 State Office Building St. Paul 1, Minnesota
MISSISSIPPI	Mississippi Agricultural & Industrial Board State Office Building Jackson 106, Mississippi
MISSOURI	Office of the Governor State Capitol Building Jefferson City, Missouri Missouri Division of Commerce and Industrial Development Jefferson Building Jefferson City, Missouri
MONTANA	Montana State Planning Board Sam W. Mitchell Building Helena, Montana
NEBRASKA	Division of Nebraska Resources State Capitol Lincoln 9, Nebraska
NEVADA	Nevada Department of Economic Development State Office Building Carson City, Nevada
NEW HAMPSHIRE	Department of Resources and Economic Development State House Annex Concord, New Hampshire
NEW JERSEY	Division of State & Regional Planning Department of Conservation & Economic Development 30 S. Montgomery Street Trenton 25, New Jersey
NEW MEXICO	State Planning Officer New Mexico State Planning Office Santa Fe, New Mexico
NEW YORK	New York State Department of Commerce 112 State Street Albany 7, New York
NORTH CAROLINA	Mr. George M. Stephens, Jr. Special Assistant to the Governor State Capitol Raleigh, North Carolina
NORTH DAKOTA	North Dakota Economic Development Commission State Capitol Bismarck, North Dakota
OHIO	Ohio Department of Industrial & Economic Development 155 N. High Street, Room 400 Columbus 15, Ohio
OKLAHOMA	Department of Commerce and Industry Oklahoma City, Oklahoma

OREGON	Orgeon Department of Planning & Development State Office Building Portland 1, Oregon
PENNSYLVANIA	Pennsylvania Department of Commerce South Office Building Harrisburg, Pennsylvania
PUERTO RICO	Puerto Rico Planning Board Stop 22 Santurce, Puerto Rico
RHODE ISLAND	ARA Advisory Committee 511 Westminster Street Providence 8, Rhode Island
SOUTH CAROLINA	South Carolina State Development Board Pendleton Building 1321 Pendleton Street Columbia, South Carolina
SOUTH DAKOTA	South Dakota Industrial Development Expansion Agency State Office Building Pierre, South Dakota
TENNESSEE	Tennessee State Department of Finance & Administration State Capitol Nashville, Tennessee
TEXAS	Texas Employment Commission Texas Employment Commission Building Austin, Texas
UTAH	Employment Secretary 174 Social Hall Avenue Salt Lake City, Utah
VERMONT	Vermont Development Commission State Office Building Montpelier, Vermont
VIRGIN ISLANDS	Virgin Islands Department of Commerce Charlotte Amalie St. Thomas 1, Virgin Islands
VIRGINIA	Virginia Division of Industrial Development & Planning State Office Building Richmond, Virginia
WASHINGTON	Washington State Department of Commerce & Economic Development General Administration Building Olympia, Washington
WEST VIRGINIA	West Virginia Department of Commerce 1416 Kanawha Boulevard, East Charleston 5, West Virginia
WISCONSIN	Wisconsin Department of Resource Development State Capitol Madison 2, Wisconsin
WYOMING	Wyoming Natural Resource Board Supreme Court Building Cheyenne, Wyoming

PENN STATE UNIVERSITY LIBRARIES



A000071289212

